The Journal

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Army & Navy Square Off on the Gridiron

Page 5



U.S. Navy photo by Petty Officer 2nd Class Hank Gettys

Commander's Column

NSAB Family – As we prepare to wrap up the year 2016, I want to take this opportunity to say THANK YOU to all for your hard work over the last 12 months.

Every single uniformed member and civilian who works at NSAB is part of a great team supporting phenomenal work by our mission partners. I'm so proud to be a part of that.

As we look toward the holidays and vacation time, please keep your safety in mind. Pay attention to those Christmas lights, the stovetop, the fireplace, the road and all of the other small but significant hazards that can quickly turn a good holiday season into a rotten one.

However you choose to spend your holidays, please do take some time to rest, recuperate and re-charge. The role you play in accomplishing our missions here is important, and we can only benefit from it if everyone practices solid self-care. Reading, exercising, hiking, cooking, video games – whatever you do to relax and decompress, I encourage you to make time for it over the next few weeks.

If you're feeling alone, or down for any reason, please don't hesitate to reach out to a co-worker, shipmate, battle buddy or friend. You are part of a very special family that truly cares and there are plenty of resources available to help us through challenges times. No one should feel like they have to face the holidays alone. We've included a list of those resources on this page that may be used as an outreach.

If you're staying in the National Capital Region instead of traveling, I highly recommend checking out some of the free museums and attractions in the area. The United States Botanic Garden, for instance, has an awesome model train exhibit and is decorated for the season.

When you're out celebrating the New Year – if you choose to drink, please do so responsibly and have a plan. Use resources like the SoberRide program if you have too much to drink. Several programs like this will be operating in the area and can get you home safely either for free or at a deeply discounted fare.

Wishing each of you the happiest of holiday seasons and looking forward to continued mission success in 2017.



Capt. Marvin L. Jones
NSAB Commanding Officer

Holiday Resources

NATIONAL SUICIDE PREVENTION LIFELINE™
1-800-273-TALK (8255)
suicidepreventionlifeline.org

National Suicide Prevention Lifeline

We can all help prevent suicide. The Lifeline, 1-800-273-8255, provides 24/7, free and confidential support for people in distress, prevention and crisis resources for you or your loved ones, and best practices for professionals.

SoberRide

WRAP's 2016 Holiday SoberRide program will be offered from 10:00 pm to 6:00 am nightly from Friday, December 16 through Sunday, January 1, 2017. To receive a free cab ride home (up to a $30.00 fare), please call 800-200-8294 (TAXI). AT&T customers may dial #WRAP from their wireless phones. Please refer to the SoberRide information listed below for important details concerning this program. You must be 21 or older to use the SoberRide service.

Things To Do

National Park Service
www.nps.gov/state/dc/index.htm
NSA Bethesda MWR
www.navymwrbethesda.com

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PETTY OFFICER 3RD CLASS WILLIAM PHILLIPS

Secretary of the Navy Ray Mabus speaks Dec. 6 at an all-hands call at Walter Reed Bethesda (WRB). Mabus spoke to service members and civilians to say farewell and express his gratitude to the WRB staff.

Secretary of the Navy Thanks Walter Reed Bethesda Community

By Bernard S. Little
WRNMMC Public Affairs staff writer

Secretary of the Navy Ray Mabus held an all-hands call Dec. 6 at Walter Reed Bethesda (WRB)to thank those at WRB for what they do for service members, retirees and their families.

"Secretary Mabus has a fond affection for what we do here at Walter Reed National Military Medical Center (WRNMMC), Uniformed Services University, Navy Medicine Professional Development Command and all of the tenant activities at NSA Bethesda," said WRNMMC Director Army Col. Michael S. Heimall.

"I'm here to say thank you for what you do every single day," said Mabus as he prepares to leave office with a change in the presidential administration in 2017. "Thank you for taking care of our Sailors, Marines, Soldiers, Airmen and their families. We're all one team."

Mabus, the 75th U.S. Secretary of the Navy, has served in the position since May 19, 2009 – the longest of anybody since World War I. He is one of the longest serving Secretaries of the Navy in U.S. history.

"The Navy and Marine Corps uniquely give America presence around the world, around the clock," Mabus said. "We're at the right place at the right time, all the time," he added.

U.S. Navy assets "get on station faster and stay longer, taking all that is needed with them, to get the job done," Mabus continued. "This is made possible through people, platforms, power and partnerships, [and] you are a part of every single one of those."

Thanking the Walter Reed Bethesda community for their service, Mabus said staff here provides "not only great care, but amazing peace of mind" to service members, retirees and their families.

"I've had the experience of Walter Reed from both sides. I've come here and visited a lot of people a lot of times, [and] I've also been treated here several times," he said. "You're the best at what you do."

He called the staff at WRB "professional, caring, [and] compassionate, and the country simply doesn't know how good you are at what you do and how dependent we are on what you do. You've chosen to serve this country [and] your fellow service members, and there is no greater purpose in life than what you're doing here."

NMPDC's Command Master Chief Theophilus Marsh said he appreciated Mabus coming to NSAB. "It says a lot when a leader says, 'Thank you.' He was very honest and forthcoming in letting people know what is going on, reminding them of some things accomplished, and charging and energizing them as to what needs to keep happening."



Secretary of the Navy Ray Mabus speaks Dec. 6 at an all-hands call at Walter Reed Bethesda (WRB). Mabus spoke to service members and civilians to say farewell and express his gratitude to the WRB staff.

NSAB Gets Increased Response to Annual Commuter Survey

By Andrew Damstedt
The Journal

How do you get to work? How long is your commute? Do you receive mass transit benefits? Do you carpool? Do you telework?

These were some of the questions on Naval Support Activity Bethesda's (NSAB) Annual Commuter Needs Assessment Survey, which has seen an increased response this year.

NSAB Transportation Manager Ryan Emery said approximately 1,700 people have responded to the annual survey, which is about 300 more respondents than previous years.

"Our main goal was to work with all our staff onboard the installation, all the mission partners, to reduce personal occupancy vehicle usage to comply with the 1:3 parking ratio that has been set for us by the National Capital Planning Commission and be good neighbors," Emery said. "We understand there will always be some folks who need to drive to campus, but we want to make sure we have a balanced system in place."

"We understand there will always be some folks who need to drive to campus, but we want to make sure we have a balanced system in place," Emery said.

There was a slight drop in commuters driving alone to work from the previous year and an approximate 30 percent drop since the first commuter survey in 2008, he said. The survey has shown an increase in people teleworking, using mass transit and even those who walk to work, Emery said.

Emery uses the results to help update NSAB's master transportation plan.

"Some of the impacts that have happened in the past is people have suggested additional bus stops and shelters" Emery said. "We were able to work with the county to get those installed. But by and large people will ask about parking and how can we add more."

He said he goes through the comments and responds to those who leave contact information.

The information from the survey helps with community relations as well, Emery said, noting that the data shows NSAB has an earlier morning and afternoon commute.

"We're often in discussion with state and county officials about our impacts to the rush hour," Emery said.

He said he's interested to find out whether the increase in mass transit benefits to $255 earlier this year affected how people commute to work. Emery said when that benefit dropped to $130 the previous year after Congress failed to keep the $255 level, there was a 5 to 10 percent decrease in mass transit use.

The anticipated loss of parking this spring because of temporary buildings in the G-lot during Walter Reed National Military Medical Center's redesign project and the addition of new spaces in the new parking garage set to open in the spring will have an impact on people's commuting habits, Emery said.

"It was really important to get a good picture of everyone's commuting habits before all those changes occur," Emery said.

The survey link, https://www.surveymonkey.com/r/NSABSurvey, will be active until Dec. 30.

For more information contact Ryan Emery at ryan.d.emery3.civ@mail.mil or 301-319-3818.

PSD: Update Forms, Prepare for Upcoming Exams

By Andrew Damstedt
The Journal

Personnel Support Detachment (PSD) on Naval Support Activity Bethesda has a few reminders for service members before the end of the year.

Adrian Tarasoff, PSD educational services officer, said this is a good time of year for service members to make sure they have up-to-date dependent and life insurance forms on file.

The upcoming E7/CPO exam is scheduled for Jan. 19 in the gym in Building 17 starting at 7 a.m. All candidates will need to sign in with a photo ID.

The E6 exam is on March 2; E5, March 9; and E4, March 16. Those exams also will be in the Building 17 gym.

The PSD Bethesda location in Building 17 (near the main entrance), will be closed Dec. 26 and Jan. 2, but normal hours of operation are from 7:30 a.m. to 4 p.m. Monday to Friday.

The ID office encourages people to make appointments, http://go.usa.gov/x8pWk, and the last walk-in is accepted no later than 3:40 p.m., Tarasoff said. Two forms of identification are required and one must be an official photo identification such as a driver's license.

PSD is a detachment of the Navy Pay and Personnel Support Center in Millington, Tennessee. PSD services include all pay functions, receipts, transfers, re-enlistments, separations, educational services, personnel accounting, ID Cards/DEERS for military members and their dependents, fleet reserve retirement, travel, transportation, and numerous other services to Department of Defense employees and contractors as well as Navy personnel.

To contact PSD customer service, call 301-295-2612.

USU President Installation



PHOTO BY AIR FORCE STAFF SGT. STEPHANIE MORRIS

The Honorable Peter Levine, performing the duties of the Under Secretary of Defense for Personnel and Readiness, presents the ceremonial mace to Dr. Richard W. Thomas, president of the Uniformed Services University of the Health Sciences, officially installing Thomas as the university's sixth leader.

Beyond the Battlefield: Using Research to Improve Wounded Warrior Care, Quality of Life

By Naval Health Research Center Public Affairs

Thanks to advances in military medicine and personal protective gear, service members injured in combat during Operation Enduring Freedom, Operation Iraqi Freedom, and Operation New Dawn have the highest survival rate in modern history.

Approximately 55,000 military personnel have been injured in these conflicts-as many as 16,000 of them so severely, they likely would not have survived had they sustained the same wounds in previous conflicts.

Surviving the battlefield is often just the beginning for injured service members, the first step on the road to recovery and healing. The journey may be long because, in addition to the impact of their physical trauma, many of these wounded warriors also bear psychological scars that may manifest as depression or post-traumatic stress disorder (PTSD).

Military leaders and medical personnel were quick to realize that these battlefield injuries could have long-term consequences for service members. That's when Michael Galarneau, director of operational readiness and deployment health at the Naval Health Research Center (NHRC), stepped up with a solution-the Wounded Warrior Recovery Project (WWRP), a longitudinal study to better understand the impact of the physical and psychological injuries on combat-injured service members' quality of life.

"The Military Health System has provided cutting-edge care to our combat-injured service members," said Galarneau. "But, we also know that some of the effects of their injuries may not be apparent for several years and we don't fully understand what the long-term impact is going to be on their quality of life."

According to Galarneau, the more we understand the aftermath of those injuries, how they impact everyday life, the better the Military Health System can support their recovery and rehabilitation processes and improve their quality of life-this is the goal of the Wounded Warrior Recovery Project.

The WWRP was designed by Galarneau to collect and examine quality of life data from injured Navy, Marine Corps, Army, Air Force, Reserve, and National Guard personnel. Enrollment of participants began in 2012.

The study was originally intended to survey combat-injured service members by mail and telephone and conduct a follow up survey in three years, but it quickly became clear to the team that a web-based survey would be a better format, given the high mobility of military populations. They also learned that wounds sustained during combat weren't the only types of injuries that could have a lasting impact on service members.

"As we started collecting data and analyzing the information, we realized the impact of all injuries, not just those that occurred on the battlefield, was profound and the need for this research was great," said Galarneau. "To fulfill this need, we expanded the focus of the study to include all injuries sustained during military service, not just combat-related ones, and extended our follow-up to 15 years. Initially, we intended to survey 9,000 service members, but now we plan to reach over 55,000."

As the project grew, so did the team, and researchers with expertise in epidemiology, psychology, nursing, biostatistics, and public health were selected to conduct the study.

Potential participants for the study are identified using the Expeditionary Medical Encounter Database (EMED), a tri-service data repository developed by NHRC that contains objective clinical and injury data on U.S. military personnel injured in overseas contingency operations. Service members eligible for enrollment in the WWRP include those with any measurable or quantifiable injury, including battle and non-battle injuries.

Outreach strategies aimed at maintaining a connection with study participants include sending postcards on national holidays, sharing study results and project news, and partnering with organizations that serve wounded warriors such as Naval Medical Center San Diego, Wounded Warrior Battalion-West, Center for the Intrepid, DoD/VA Extremity and Amputation Center of Excellence, and Navy-Marine Corps Relief Society. Research findings are also shared by publishing in scientific journals, adding to the body of knowledge about long-term quality of life after injury.

Currently, more than 4,500 service members have been enrolled, including over 250 prosthetic and orthotic users who provide important information about the impact and usefulness of their devices. The data collected by the WWRP is growing as well with 700 surveys completed in the first year,

See **RESEARCH**
Page 10

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MWR Hosts Army vs. Navy Flag Football Game

Photos by PO2 Hank Gettys & PO3 William Phillips

Morale, Welfare and Recreation (MWR) held its 5th annual Army Navy flag football game Dec. 8 at the MWR Sports Complex on Naval Support Activity Bethesda. After a hard fought game Army pulled away with the win with a final score of 28-18.

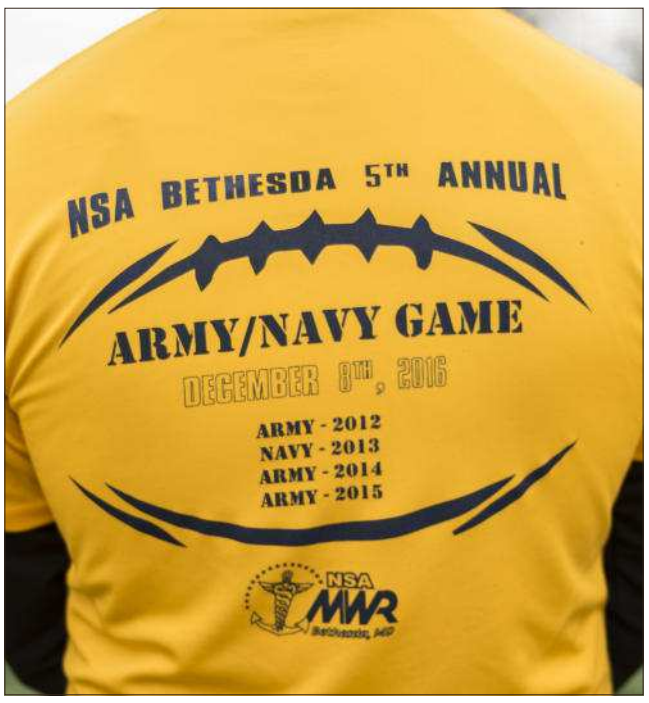







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NAVY PRIDE

CNP Highlights Sailor 2025 During I/ITSEC Panel Discussion

By Chief of Naval Personnel, Public Affairs

Vice Adm. Robert Burke, the Navy's top personnel officer, highlighted Sailor 2025 and stressed the importance of modernizing the Navy's personnel system during a panel discussion on the Navy's Design for Maintaining Maritime Superiority at the Interservice/Industry Training, Simulation and Education Conference (I/ITSEC), Nov. 30.

Following Chief of Naval Operations Adm. John Richardson's keynote remarks, the panel, comprised of senior Navy flag officers, discussed how they are implementing various parts of the Design.

Burke said that he is concentrating on the Gold Line of Effort, which is focused on people and what the Navy must do to adapt to a changing security environment and continue to recruit and retain the best Sailors.

"While the Navy's personnel system has been adjusted many times throughout our history, we have not fundamentally changed our approach to personnel policy and programs since the 1970s," said Burke. "We need to modernize the system now before we have to, and rapidly move beyond our current Industrial Age model."

As head of Manpower, Personnel, Training and Education for the Navy, Burke is responsible for making sure that Sailors are ready for the litany of jobs they will be asked to perform. This includes finding and recruiting talented individuals to serve, executing training pipelines, and implementing policies that remove barriers to having a Navy career and a family.

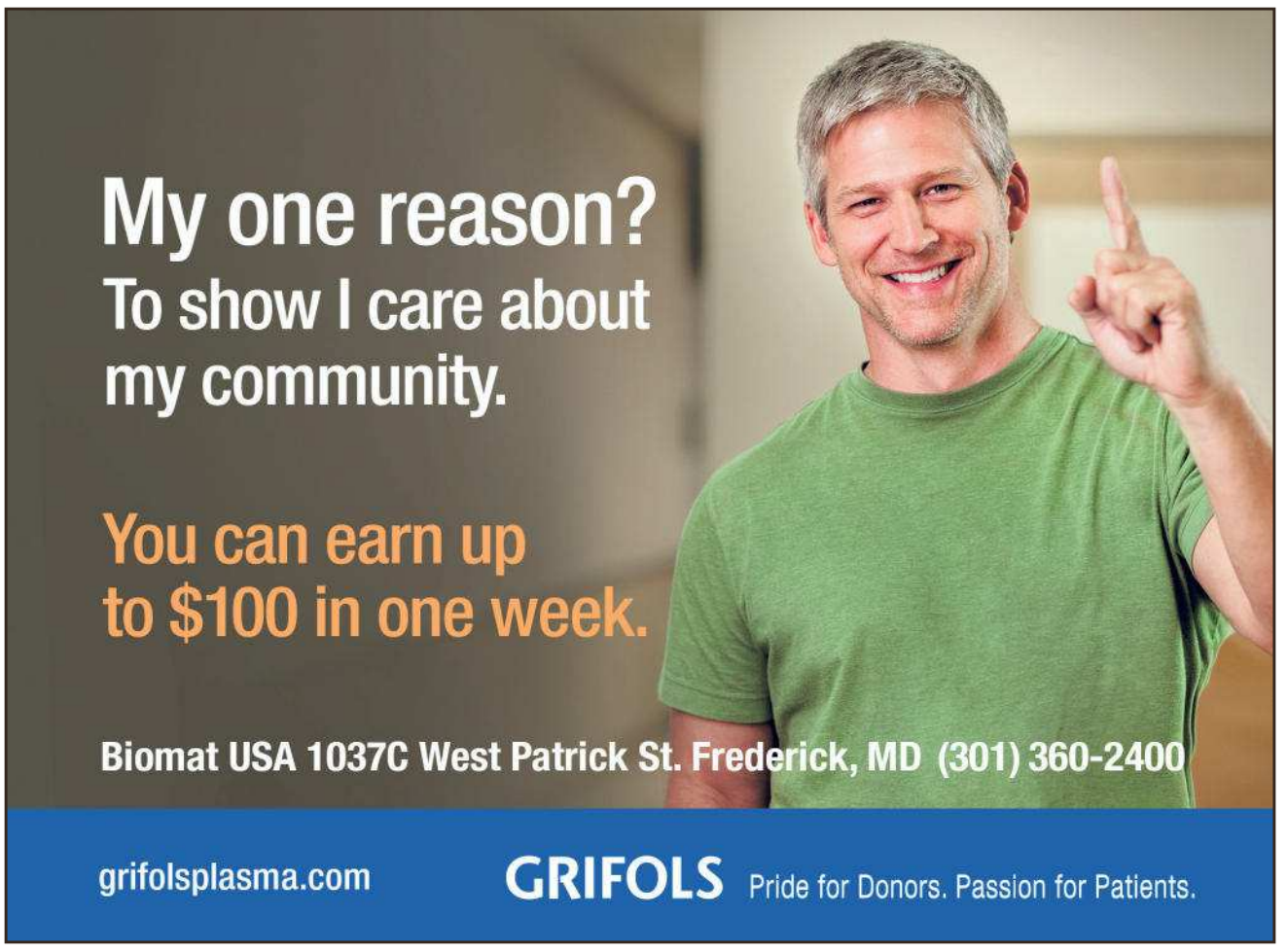
"While the Navy is in a good position today with recruiting, retention and manning, it's important we put in place updated polices that position us to deal with challenges before they arise," said Burke. "Sailors 2025 is a roadmap to help us do just that. It is a living, breathing set of initiatives aimed at modernizing our entire approach to our personnel programs by providing Sailors choice and flexibility."



U.S. NAVY PHOTO BY JOY SAMSEL

Chief of Naval Personnel Vice Adm. Robert Burke answers questions from the staff from Naval Education and Training Command, and the Officer Development Division from Naval Service Training Command.

"While the Navy's personnel system has been adjusted many times throughout our history, we have not fundamentally changed our approach to personnel policy and programs since the 1970s," said Burke.



Burke also said that training, simulation and learning are critically important to Sailor 2025 programs and contribute to warfighting readiness.

"Seeing how some of these innovations here at I/ITSEC have been put to practical use in our training pipeline is nothing short of impressive," said Burke. "We want to continue to employ the best technologies to apply the science of learning, make it more efficient, and look for ways to move these types of technologies to the Fleet faster. At the end of the day, our job is to develop young men and women into ready, high-performing teams, who are prepared to conduct prompt and sustained operations from the sea."

I/ITSEC is the world's largest modeling and simulation event, brought together members from industry, academia, government and each military service.

As the chief of naval personnel, Burke answers to the Chief of Naval Operations on matters of the Navy's manpower readiness. He also serves as the deputy chief of naval operations (Manpower, Personnel, Training and Education/N1) and oversees the Bureau of Naval Personnel, Navy Personnel Command, Naval Education and Training Command, and Navy Recruiting Command.

For more news from Chief of Naval Personnel, visit http://www.navy.mil/local/cnp/.

For more information, visit www.navy.mil, www.facebook.com/usnavy, or www.twitter.com/usnavy.

Medical Team Discusses Enhancing The Patient, Staff Experience

By Bernard S. Little
WRNMMC Public Affairs

When does the "patient experience" begin for a Walter Reed Bethesda beneficiary? Is it when the patient comes through the gates of Naval Support Activity Bethesda, or checks in at the front desk for his or her appointment in the hospital?

According to Michael Joseph, department chief of Patient Relations at Walter Reed National Military Medical Center, the patient experience usually begins before the beneficiary arrives on base. He explained the patient experience starts when the beneficiary realizes there is a health concern and wants to get help. It often begins with a phone call from the beneficiary to the hospital to make an appointment, and the manner in which that call is handled by the medical center, he added.

"[The patient experience] starts when [the beneficiary] has a need, and they see you in this facility as being able to solve that need," stated Joseph during a meeting of the WRNMMC medical team.

Dr. William Maples, executive director and chief experience officer for The Institute for Healthcare Excellence, led the meeting and agreed with Joseph, adding, beneficiaries want a health care team that's responsive and can be trusted, as well as counted on.

Pathologist and Navy Capt. (Dr.) Katherine Schexneider said key to the patient experience is how effective the patient and all members of the health care team partner in the decision-making process for the patient's care and quality outcome.

"I think it's important we make people feel special," added U.S. Public Health Service Lt. Cmdr. (Dr.) Micah Sickel, a psychiatrist at WRNMMC who also coordinates its Stages of Healing programs. The initiative brings various performing artists to the medical center, providing a respite for beneficiaries and staff. "When we give people something above and beyond [such as Stages of Healing], they're hugely appreciative," he said.

Partnership, caring, love, compassion, and going above and beyond that which is expected, "are all on target" for what creates the patient experience, said Maples, who also discussed the patient-centered caring communication initiative (PCCCI) with the WRNMMC medical team.

"Excellent patient experience, including coordination and clear communication, drives clinical outcome [and] sets the culture [for the medical center]," Maples said. He explained the culture is the way the medical center's team "shows up each day, have moment-to-moment conversations, build trust and conducts themselves with patients and colleagues. The patient experience is about the quality of time and not the quantity of the time," he added.

Maples said what patients really want is "confidence in the provider; teamwork and coordination; and empathy."

"What's at risk if we don't get this right? Patient loyalty, value of care and market share; reputation of individual physicians; and physician resilience and well-being," Maples continued.

In asking patients of the Military Healthcare System what is important to them in "humanizing" their medical care, Maples said they answered: "treating me with dignity and respect; listening to me and taking [what I say] seriously; truly caring about my health; and being willing to spend enough time with me."

Maples, who was a practicing physician/oncologist and quality leader at the Mayo Clinic for more than 25 years, said he also interviewed MHS providers, asking them what they perceive as gaps in humanizing medical care. Their responses included: teamwork; the need for leadership to provide clear messaging; accountability; time, resources and staffing challenges; upstream thinking; information technology infrastructure and tools; and caring for each other.

"If you don't communicate well, you have preventable errors happening every day," Maples said in explaining the challenges to effective communication.

"Frustrating communication can lead to burnout and is correlated with medical errors," he added. "At the end of the day, you can go home with a' good tired' or a' bad tired'. Effective communication is the starting point for restoring joy to the practice of medicine. Joy and resiliency emanate from a relationship-based, trusting culture. Showing gratitude and thanks to those around you fosters a spirit of collaboration and cooperation. When you're working with a good team, you leave at the end of the day feeling happy and energized."

> *"What's at risk if we don't get this right? Patient loyalty, value of care and market share; reputation of individual physicians; and physician resilience and well-being," Maples continued.*

The patient experience and clinician experience "are so intimately related you cannot talk about one without the other," Maples continued. "A good clinician experience causes a good patient experience causes a good clinician experience, [creating value and resiliency]," Maples stated.

"We can be great technicians, but unless people know how much we care, they don't care about how much we know. That's our challenge…If we don't get that right, the rest will not flourish," he added.

"By creating an exceptional experience, we create a culture of safety. As a culture of trust and teamwork grows, patient-adverse events decline," Maples explained.

Army Col. Michael S. Heimall, WRNMMC director, said the patient-centered caring communication initiative "is a critical component of our strategy to improving both patient and staff experience."

Organizations using PCCCI report higher rates of patient satisfaction and engagement in their treatment. Those same organizations indicate lower rates of burnout among their medical staffs," he added.







Winners present at the award ceremony following the MWR Bench Press Competition, from left to right, Michael Smith, Marques Wilks, Erica Realmuto, Matthew Cecil, Samuel Rawlinson, Travis Combest, David Grau, Krysti Golden and Kenneth Teamer.

Bonilla, Smith Top Bench Press Competition

Photos Courtesy of Amanda O'Brien

Neredya Bonilla and Michael Smith were the overall winners of the MWR Bench Press Competition Dec. 5 at the MWR Fitness Center.

Bonilla, the overall winning female, lifted 115 pounds, which was almost 98.2 percent of her bodyweight. Smith, the overall winning male, lifted 360 pounds, which was 194 percent of his bodyweight, according to Fitness Coordinator Amanda O'Brien.

Erica Realmuto lifted the most of any female in the competition at 145 pounds and Marlon Williams was lifted the most of any male at 385 pounds.

There were 23 people who participated in the event.



RESEARCH

From Page 5

more than 3,500 in the second year, and nearly 4,000 last year. To date, over 11,000 surveys have been completed.

Initially, the survey measured self-reported quality of life, depression, and PTSD, but researchers have since expanded the survey to include additional assessments of pain and social connections, which are both important to overall quality of life.

The WWRP team is also examining how quality of life is associated with specific types of injuries, such as amputation, which past research has not adequately addressed.

"Quality of life is a very complex, multifaceted construct that includes both objective and subjective measures of health and well-being," said Galarneau. "We look at several variables like injury type or severity when evaluating to what extent they matter in terms of quality of life."

All of this information will be used to learn more about how living with an injury affects all facets of quality of life, from daily living activities such as self-care to psychological well-being.

"The Wounded Warrior Recovery Project seeks to identify injury and deployment-related factors which may diminish later quality of life," said Galarneau. "Our intent is to share study findings with policymakers and health care providers so they can focus on future policies, treatment efforts, and rehabilitative interventions that move the quality of life meter for wounded warriors."

As the DoD's premier deployment health research center, NHRC's cutting-edge research and development is used to optimize the operational health and readiness of the nation's armed forces. In proximity to more than 95,000 active duty service members, world-class universities, and industry partners, NHRC sets the standard in joint ventures, innovation, and translational research.

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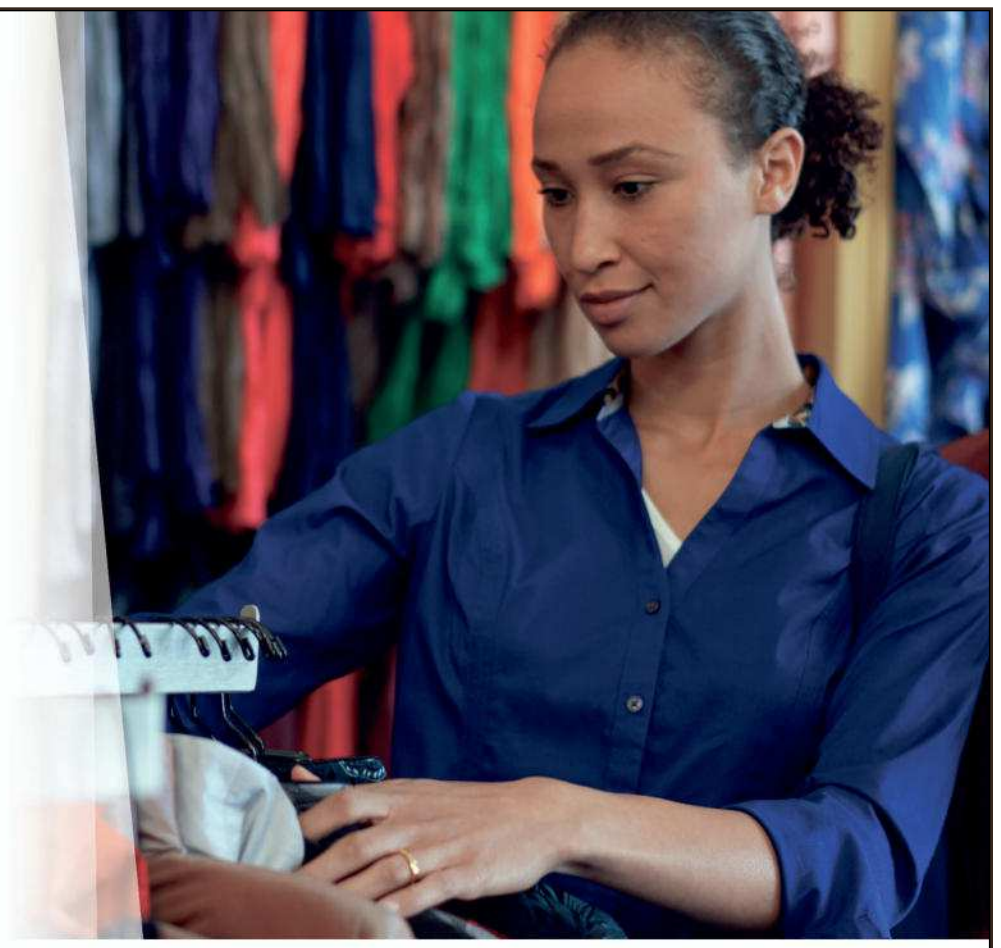


You'll also enjoy these great ***cash*Rewards** benefits:

- > **Earn 1.5% cash back on purchases**
- > **Rewards that never expire**
- > **No annual fee****
- > **No foreign transaction fee**

Hurry—this offer expires Jan. 2, 2017.

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NAVY FEDERAL Credit Union

Federally insured by NCUA. *Offer valid for cardholders issued new *cash*Rewards credit card accounts. To be eligible for the $200 cash back offer, you must make $3,000 or more in net purchases within 90 days of account opening. Earn rewards on eligible net purchases. "Net purchases" means the sum of your purchase transactions minus returns and refunds. Cash or Navy Federal cash equivalent transactions, such as the purchase, loading or reloading of Navy Federal prepaid and gift cards (e.g., Navy Federal gift cards, Visa® Buxx Cards, GO Prepaid Cards), do not earn rewards and will not count toward the $3,000 spending requirement. Please allow up to eight weeks after the 90-day period for the $200 to post to your account. Account must be open and not in default at the time the $200 is posted. Limit of one special cash back offer per account under this promotion. Offer valid between 11/30/2016 and 1/2/2017. **Currently, rates range from 9.90% APR to 18% APR, are based on creditworthiness, and will vary with the market based on the Prime Rate. ATM cash advance fees: None if performed at a Navy Federal branch or ATM. Otherwise, $0.50 per domestic transaction or $1.00 per overseas transaction. © 2016 Navy Federal NFCU 10039 (11-16)

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